Minutes – Executive Policy Committee – July 5, 2023

Report – Standing Policy Committee on Property and Development – June 27, 2023

Item No. 2 Bills 34, 37, 38 Status, Resourcing and Permit Reserve Fund Review

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Property and Development and submitted the following to Council:

1. That the following recommendations be referred to the 2024 budget process:

    A. That in order to align Department service provision with performance timelines required by Provincial legislation, 77 permanent front-line and support service positions be added to the complement of the Planning, Property and Development Department at an estimated 2024 cost of $6.5 million;

    B. That the 2024 budgeted transfer to the Permit Reserve Fund be increased by $1 million;

    C. That beginning in 2024, any portion of the Development and Inspections Division ("the Division") of the Planning, Property and Development Department's total expenditure budget that remains unspent as at December 31 be transferred to the Permit Reserve Fund;

    D. That, effective January 1, 2024, the maximum balance of the Permit Reserve Fund be increased from $2 million to an amount equivalent to annual direct operating costs of the Development Approvals, Building Permits and Inspections Service ("the Service"), which for 2024 is currently budgeted at $23,252,907;

    E. That, for a three-year period beginning in 2025, the Division's operating expenditure budget be increased by approximately 33.3% of the amount by which revenues exceed direct operating expenditures in the Service operating budget such that by 2027, 100% of revenue is reinvested into the Service.

2. That the Proper Officers of the City of Winnipeg be authorized to do all things necessary to implement the intent of the foregoing.

Report – Standing Policy Committee on Property and Development – June 27, 2023

DECISION MAKING HISTORY:

Moved by Councillor Rollins,

That Rule 10(3) of The Procedure By-law No. 50/2007 be suspended in order that the following item, which was received less than four business days preceding the committee meeting, be considered by Committee.

Carried

Moved by Councillor Rollins,

That the recommendation of the Standing Policy Committee on Property and Development be concurred in and forwarded to Council.

Carried

Dustin Pernitsky, Communications Manager, Winnipeg Construction Association, submitted a communication with respect to the matter.

STANDING COMMITTEE RECOMMENDATION:

On June 27, 2023, the Standing Policy Committee on Property and Development concurred in the recommendation of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

STANDING COMMITTEE RECOMMENDATION:

On June 1, 2023, the Standing Policy Committee on Property and Development granted an extension of time of 30 days for the Winnipeg Public Service to report back with a review of the Permit Reserve Fund with respect to how the fund is used and replenished.

Report – Standing Policy Committee on Property and Development – June 27, 2023

DECISION MAKING HISTORY (continued):

COUNCIL DECISION:

On March 22, 2023, Council adopted the 2023 Operating and Capital Budget, which included the following recommendation:

1. KK. That the Winnipeg Public Service be directed to report back to the Standing Policy Committee on Property and Development in 90 days with a review of the Permit Reserve Fund with respect to how the fund is used and replenished.

ADMINISTRATIVE REPORT

Title: Bills 34, 37, 38 Status, Resourcing and Permit Reserve Fund Impact

Critical Path: Standing Policy Committee on Property and Development – Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
A. Crocker	M. Pittet (Acting)	C. Kloepfer	M. Jack

EXECUTIVE SUMMARY

Provincial statutes and regulations concerning the approval of land use planning decisions and building permits (Bills 34, 37 and 38) have impacted the permitting process, leading to significant effort by the Planning, Property and Development Department to ensure that legislated intent and performance standards are met.

To meet legislated and regulated performance service standards, meet commitments to industry, and support economic development, the Department requires an additional 77 permanent full-time employees (FTEs) at an annual cost of $6,500,000, and stable, secure funding from the Permit Reserve Fund to fund temporary staff and continuous improvement initiatives. Note that of the 77 permanent FTEs, 34 are currently represented by filled, unbudgeted temporary positions being funded by the Permit Reserve Fund.

A reserve fund is a common municipal tool used to address fluctuations in service demand to maintain timely and predictable delivery. Typically, municipalities establish a target reserve maximum of 100% - 250% of the operating budget expenditures. As such, it is recommended that the maximum balance of the Permit Reserve Fund be increased effective January 1, 2024, to an amount equivalent to 100% of the budgeted direct operating expenditures of Development Approvals, Building Permits and Inspections Service (“the Service”), which for 2024 is currently estimated to be $23,252,907.

In order to transition the Service to a full cost recovery model over the 2024 to 2027 four-year balanced budget timeframe, it is recommended that budgeted transfers to the Permit Reserve Fund be increased by approximately $8.2 million over the four-year period of 2024 to 2027 such that by 2027, 100% of the Service revenue will be reinvested in the Service. Based on the financial forecast included in the 2023 operating budget, there will be a decrease in mill rate contribution from the Department of $7,500,000 (2024), $10,263,571 (2025), $10,396,171 (2026) and $10,531,423 (2027).

It is not recommended that permit fees be raised beyond annual inflationary increases as the Service budgeted fee revenue exceeds budgeted direct operating expenditures each year from 2024 to 2027.

RECOMMENDATIONS

1. That the following recommendations be referred to the 2024 budget process:
    A. That in order to align Department service provision with performance timelines required by Provincial legislation, 77 permanent front-line and support service positions be added to the complement of the Planning, Property and Development Department at an estimated 2024 cost of $6.5 million;
    B. That the 2024 budgeted transfer to the Permit Reserve Fund be increased by $1 million;
    C. That beginning in 2024, any portion of the Development and Inspections Division ("the Division") of the Planning, Property and Development Department's total expenditure budget that remains unspent as at December 31 be transferred to the Permit Reserve Fund;
    D. That, effective January 1, 2024, the maximum balance of the Permit Reserve Fund be increased from $2 million to an amount equivalent to annual direct operating costs of the Development Approvals, Building Permits and Inspections Service ("the Service"), which for 2024 is currently budgeted at $23,252,907;
    E. That, for a three-year period beginning in 2025, the Division's operating expenditure budget be increased by approximately 33.3% of the amount by which revenues exceed direct operating expenditures in the Service operating budget such that by 2027, 100% of revenue is reinvested into the Service.
2. That the Proper Officers of the City of Winnipeg be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

On March 22, 2023, Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1.S. That Council direct the Planning, Property and Development Department to report back to the appropriate committee of Council on or before September 30, 2023 on:

1. Status update on the implementation of Provincial statutes and regulations concerning the approval of land use planning decisions and building permits (Bills 34, 37 and 38);

2. Resources required to address these statutes and regulations; and

3. Potential changes to the Permit Reserve in order to implement service and system changes necessitated by Bills 34, 37 and 38.

And

1.KK. That the Winnipeg Public Service report back to the Standing Policy Committee on Property and Development in 90 days with a review of the Permit Reserve Fund with respect to how the fund is used and replenished.

IMPLICATIONS OF THE RECOMMENDATIONS

Additional resources in order to support legislated permitting performance timeframes will increase the Planning, Property and Development Department's ("PPD") full-time employee complement by 77 and operational costs by $7.5 million.

A stable, predictable funding source will be available in the Permit Reserve Fund beginning in 2024 that will enable the Public Service to fund the hiring of temporary employees, in addition to the permanent employee complement, and support continuous improvement.

By 2027, 100% of the revenues associated with the Development Applications, Building Permits and Inspections service will be reinvested in the service.

Detailed financial implications are discussed in the History/Discussion section of this report.

HISTORY/DISCUSSION

Status update on the implementation of Provincial statutes and regulations concerning the approval of land use planning decisions and building permits (Bills 34, 37 and 38)

Bill 38, *The Building and Electrical Permitting Improvement Act*

In October 2020, the Province of Manitoba introduced Bill 49 (later re-tabled as Bill 38), *The Building and Electrical Permitting Improvement Act,* which was purported to address gaps in Manitoba's regulatory framework by introducing service standards for building and electrical permitting processes. Subsequent Regulations outline the legislated service standards and follow an Ontario model. If service timeframes are not met, Provincial Adjudication may occur resulting in compensation from the permitting authority to the permit applicant.

Following the release of Bill 38, the Planning, Property and Development Department (PPD) entered into a collaborative effort with the Province of Manitoba to provide input into the development of Service Standard Regulations associated with the legislation. The City assessed the implications of the legislation as it pertained to the permit and service standard framework in place at the time, including the operational implications of aligning City of Winnipeg permit processes with the tabled legislation. It was identified that the City would need to complete substantial IT system and customer-facing operational changes to comply with the proposed legislation. The hiring of additional resources would also be required to meet the expected service standard timeframes. The Province was advised that all of this would come at a considerable expense to the City.

In 2021, PPD established a Bill 38 program, comprised of multiple projects in order to be ready to operate when the Bill came into effect. The execution of these projects was a collaborative effort of many City departments involved in the approval of more than 30,000 permits annually.

The most significant project was implemented in November 2022. In order to ensure alignment with the Ontario model, PPD and associated permit reviewing departments, completed a significant redesign of the permitting process. Development Permits and Building Permits – which had historically been submitted concurrently – were phased in order to i) align with separate Provincial Legislation (Bills 37 and 38, respectively); ii) allow for tracking; iii) delineate clear inter-departmental roles and responsibilities; and iv) avoid conflicting service timeframes.

In addition, PPD conducted a realignment of staff, transitioning zoning from the Development and Inspections Division ("D&I") to the Urban Planning and Design Division.

On February 16, 2023, the proposed Permit Dispute Resolution Regulation and the proposed Performance Standards Regulation were posted for public consultation.

> *The Permit Dispute Resolution Regulation (Attachment 1):*
> The proposed Permit Dispute Resolution Regulation will allow expert adjudicators to make binding orders respecting decisions made by a permitting authority about the technical requirements of building and electrical standards and complaints that inspections and decisions on permit applications were not conducted or made in a timely manner. The proposed Regulation lays out the processes to apply for a permit dispute resolution hearing, the timeframes for which a hearing must be held by an adjudicator-depending on the nature of the dispute-and the costs associated with the adjudication process (the adjudicator will bill parties directly for their services).

In the *Planning, Zoning and Permitting in Manitoba Findings (Attachment 2),* the Province conjectured that delays in permitting services can increase an applicant's development costs:

> *"The material outputs of our economic assessment estimated that, per day, this is costing Manitobans:*
> - *$17M of GDP*
> - *$1.7M of provincial government revenue*
> - *$400K of municipal tax revenues"*

The Permit Dispute Resolution Regulation allows for an adjudicator to award costs in delays to the appellant. This is a significant potential financial liability to the City of Winnipeg.

> *The Performance Standard Regulation (Attachment 3):*
> The proposed Performance Standard Regulation lays out the timeframes for which a permitting authority must notify the applicant if their application for a building or occupancy permit is complete, notify the applicant if their application for a building or occupancy permit is approved and, at the request of the applicant, conduct an inspection. This Regulation outlines a phased implementation to assist permitting authorities in meeting these new requirements and to allow them to make the operational changes required to meet more aggressive performance standards, to be phased in after one year.

Performance standards will be introduced in a phased approach. Phase 1 (from proclamation until September 30, 2024) standards are achievable with current permanent and temporary staffing. Phase 2 (October,1, 2024) standards are not achievable with current staffing levels. The Department also faces challenges hiring and retaining staff, as municipalities within Manitoba look to hire City-trained and qualified staff to meet upcoming legislated service standards.

	Phase 1 – until Sept 30, 2024	Phase 2 – Oct 1, 2024
Intake for Complete Application		
Residential	5 business days	2 business days
Commercial	5 business days	2 business days
Review		
Detached and semi-detached houses, townhouses or row houses where no dwelling unit is located above another dwelling unit and associated accessory structures	25 business days	10 business days
Part 9 buildings other than those listed in the row above	25 business days	15 business days
Part 3 buildings and farm buildings	30 business days	30 business days
Inspections		
Residential	6 business days	2 business days
Commercial	4 business days	2 business days

The release of the regulations enabled the Department to initiate three more projects, focused on modifications to analytic reporting, inspections scheduling, and the development of an interdepartmental service level agreement responding to the proposed performance standards. These projects remain ongoing. Furthermore, the Public Service is working to understand the implications of the *Permit Dispute Resolution Act*, including what new limitations elected officials may have with regard to hearing certain types of appeals.

Bill 37, *The City of Winnipeg Charter Amendment and Planning Amendment Act*

In March 2020, the Province introduced Bill 48 (later re-tabled as Bill 37), *The City of Winnipeg Charter Amendment and Planning Amendment Act*, which most notably proposed the establishment of the Capital Planning Region, new appeals to the Municipal Board, and service standards for Development Permits and Applications.

The service standard timelines for the approval of planning and land use applications do not include provisions for adjournments, Council prorogue, or other unexpected events (e.g., a pandemic). If service standards are not met, an appeal can be filed to the Municipal Board, which has the authority to order the City to pay the costs incurred by the Board in hearing the appeal and the appellant's costs related to the appeal, including damages resulting from the delay.

Following the release of Bill 37, PPD entered into a working group with the Province and evaluated the operational changes that would be required to comply with the new law and service standards. PPD undertook a project to modify operations to align with the requirements in Bill 37. This included an evaluation of each impacted application type, interdepartmental process changes, clarification of submission requirements for applications, updated analytic tracking, the creation of new standardized notices and communications, updated/new standard operating procedures, and the establishment of an interdepartmental service level agreement responding to the service standards. This work extended over the course of a year.

The legislative framework for a Capital Planning Region Regulation was provided by amendments inserted into *the Planning Act* and *the City of Winnipeg Charter* by Bill 37, with further details included in a new Capital Planning Regulation which came into effect on January 1, 2023, concurrently with the aforementioned amendments. The amendments and Capital Planning Regulation include details regarding the structure, governance, operation and decision-making processes of the Capital Planning Region. The Capital Planning Region is required to adopt a regional plan within two years of proclamation. After approval of the regional plan, member municipalities will have three years to ensure local development plans are consistent with the regional plan.

In June 2021, the Draft Plan20-50 ("the Plan") prepared by the Winnipeg Metropolitan Region (WMR) was submitted to the Provincial Minister for review. The Plan is expected to eventually serve as the Regional Plan for the Capital Planning Region; however, it is up to the Board to initiate the process of adopting the Regional Plan. The Plan submitted by the WMR to the Minister includes a large number of additional studies, strategies and plans to be undertaken along with the date in which each project is anticipated to begin. The Plan indicates that the future work items are subject to funding approval. The details of the City of Winnipeg's financial obligations for undertaking any of the many studies recommended in the Plan have yet to be established; however, PPD will continue to monitor these requirements moving forward.

In November 2022, the WMR released version two of the Plan, followed by workshops in January 2023. The Capital Planning Region will need to be established and functioning before the Plan can be considered by the Board of Directors for adoption. The WMR is working with the Province on the transition to form the new Board of Directors for the Capital Planning Region. A consultant will be hired to assist with establishing an organizational by-law, administrative policies, procedures and protocols for the Capital Planning Region. In the meantime, the WMR will be creating tools to assist municipalities with aligning their development plans with the Plan once adopted by the Capital Planning Region. PPD will continue to monitor the transition of the WMR to the Capital Planning Region.

Bill 34, *The City of Winnipeg Charter Amendment and Planning Amendment Act*

In March 2022, the Province of Manitoba introduced Bill 34, *The City of Winnipeg Charter Amendment and Planning Amendment Act*. Bill 34 provided additional measures to clarify and/or expand upon Bill 37, *The City of Winnipeg Charter Amendment and Planning Amendment Act* and Bill 38, *The Building and Electrical Permitting Improvement Act*.

One of the most notable changes introduced by Bill 34 was the requirement for the City to give notice on whether a development permit or development/zoning application is complete within 20 days, by 'Ordinary Mail'. In response to the Bill, PPD provided feedback indicating that notices by ordinary mail would be incredibly costly, time-consuming and damaging to the environment, while also being counterintuitive to recent and ongoing efforts to digitize permits and applications. As a result, in March 2023, the Province tabled Bill 11, *The Reducing Red Tape and Improving Services Act* (Attachment 4), which requires the City to seek approval from applicants to communicate electronically. In response, PPD will be updating all impacted application forms to provide applicants with the opportunity to opt into electronic communication in alignment with Provincial requirements. Electronic communication has been PPD's standard method of communication for years and is therefore expected to receive high uptake.
In November 2022, a small portion of Bill 34 was proclaimed and came into effect on December 31, 2022. Amendments include allowing non-City staff to conduct inspections as a 'designated official,' allowing demolition permits to be refused if taxes are unpaid, removal of a requirement for trustees to furnish an audited statement of assets and liabilities (as per the old City of

Winnipeg Act) and the ability to appeal a decision to refuse a permit application for non-conformance with the Capital Planning Region, OurWinnipeg, a Secondary Plan or a Zoning By-law.

A less notable section of Bill 34 requires that notice of public hearings respecting OurWinnipeg, secondary plans and zoning by-laws must be sent to the Capital Planning Region. The purpose of this section is to ensure that City of Winnipeg land use by-laws remain consistent with the land use planning documents of the Capital Planning Region. Notice of hearings will be sent to the Capital Planning Region once the Board of Directors and related governance has been established.

Resources required to address these statutes and regulations

In order to ensure current Bills 34 and 37 performance standards are maintained and that Bill 38 Phase 2 standards are achievable, it is necessary for an additional 77 permanent front-line and supporting services staff (Attachment 5) be hired and trained prior to October 1, 2024, when the phase 2 provincial performance standards take effect. Note that, of the 77 permanent FTEs, 34 are currently represented by filled, unbudgeted temporary positions being funded by the Permit Reserve Fund. This will require an increase in the Department's operating budget of approximately $6.5 million. The hiring and training process may take between 12 and 18 months, dependent on the nature of the position. As such, hiring will need to begin in mid-2023 in order to ensure a fully staffed and trained complement prior to October 1, 2024.

As the 2024 budget process may be concluded as late as March 2024, the Department intends to recruit additional temporary, unbudgeted staff to be funded by the Permit Reserve Fund and, if necessary, with available salaries and benefits budget in other divisions within the Department in order to begin preparing the resources necessary to ensure the City of Winnipeg is able to comply with the forthcoming provincial legislation. A complement of 20 temporary, unbudgeted staff, funded by the Permit Reserve Fund, will remain temporary at the cost of $1.5 million annually, subject to available funding in the Reserve. Costs for staff office space will be evaluated at a later date. Due to estimated permit fee revenue, no increase in permit fees is proposed, moving the Department to full cost recovery.

In addition to an increase in permanent staffing, in order to support future demand, a stable, dependable and well-funded Permit Reserve is needed for the hiring of temporary staff.

The legislative changes will also result in an increased number of appeals. Each appeal requires the involvement of the City Clerk's Department to prepare and provide the official record the City provides to the appeal body. Each appeal also requires the involvement of Legal Services to represent the interests of the City at the appeal. Although outside the scope of this report, there may be a need for additional resources required in these areas.

Permit Reserve Fund review and potential changes to the Permit Reserve in order to implement service and system changes necessitated by Bills 34, 37 and 38.

<u>Permit Reserve Fund</u>

A Permit Reserve Fund is a common municipal tool used to address fluctuations in service demand to maintain timely and predictable delivery. Typically, municipalities establish a target reserve maximum of 100% - 250% of the operating budget expenditures (see Attachment 6). This is equivalent to approximately $23 million to $57.5 million for the City.

The City of Winnipeg's Permit Reserve Fund was established in 2007 to:

A. Mitigate revenue shortfalls in boom/bust cycles.
B. Fund temporary staffing needs during busy periods during the boom/bust cycle.
C. Provide a source of funds for service and system improvements.

The source of the funds for the Permit Reserve Fund is the excess of actual permit revenue in the Development and Inspections Division compared to the budget in any given year. The maximum balance was initially set at $3 million and subsequently reduced to $2 million in 2011.

Subject to the Permit Reserve Fund balance being at its maximum amount, all remaining permit revenue in excess of direct operating expenses is retained in the General Revenue Fund (i.e. represents a "mill rate contribution"). The excess of permit revenue over direct operating costs, the mill rate contribution, is shown below in Figure 1.

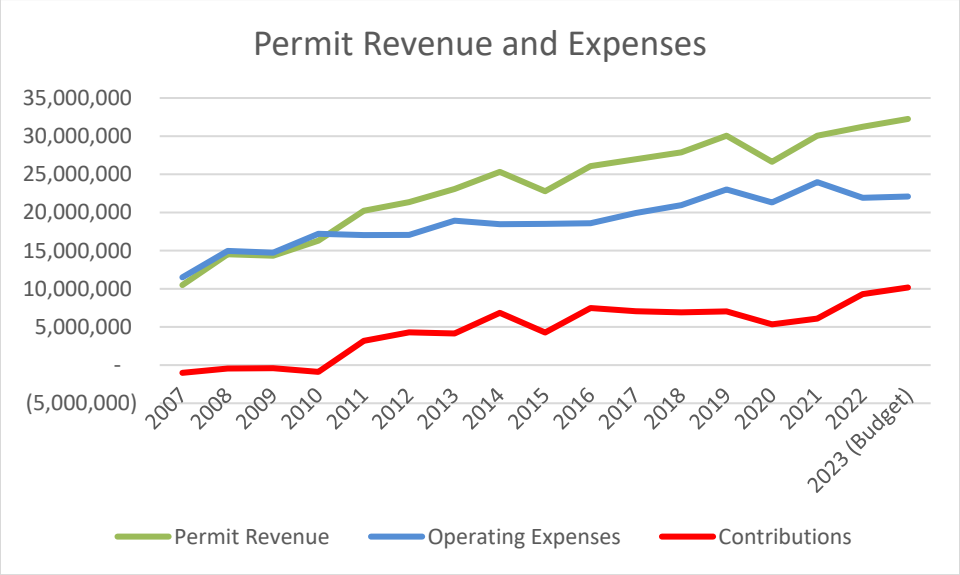


Figure 1: Permit Revenue and Expenses

Since the initiation of the Permit Reserve Fund, revenue in excess of direct operating expenses is close to $80 million. In recent history, while permit fee revenue has been retained in the General Revenue Fund, there have been two instances where no funds have been transferred to the Permit Reserve Fund, 2020 and 2022.

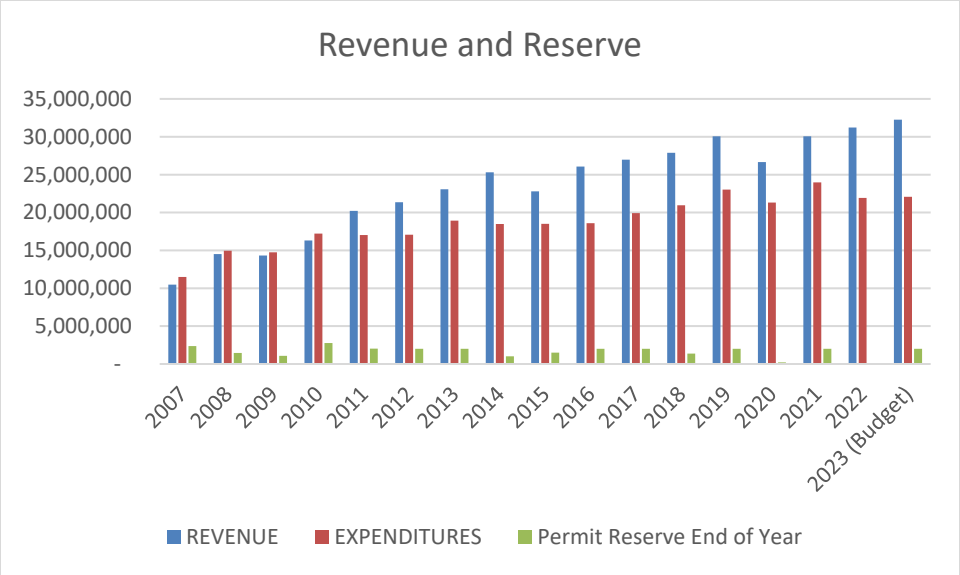


Figure 2: Revenue and Reserve

In the 2019 Provincial report*: Planning, Zoning and Permitting in Manitoba Findings (Attachment 3)*, it is identified that:

> *"In the City's 2018 budget, revenues for approvals, permits and inspections are over $29M, but the associated operating expenses were under $20M, allowing the City to make a "profit' of ~$10M on fees, without re-investing such fees into service improvements. In addition, we are advised that the City's "Permit Reserve Fund" has been used to support general municipal revenues and other spending decisions not related to permitting."*

Aligned with the intent of a Permit Reserve Fund, Industry supported an increase in fees in 2016 with the understanding that the additional revenue would be applied to process improvement and staffing increases to reduce service timeframes. Since the inception of the Reserve in 2007, the approximately $80 million by which permit fees revenue has exceeded direct operating expenses has been used as outlined in the table below:

Disposition of Permit Revenue in Excess of Direct Operating Costs 2007 - 2022	**$ millions**
Mill Rate Contribution	$70.7
Offsetting Revenue Shortfalls	3.9
Temporary Staffing*	4.8
Funding Digital Permitting Capital Project	0.6
Total	$ 80.0

*Includes small % of expenditures on non-salaries items

Permit volumes have steadily increased over the past seven years (see Figure 3). Given the current permanent staff complement in D&I, in order to meet demand, when available salaries and benefits budget in other divisions in the Department has been insufficient (see Figure 4), the Reserve is necessary to fund the hiring of temporary employees and support continuous improvement. While necessary to fund temporary staff, the Reserve is limited in its funding structure to ensure year-over-year staff retention.

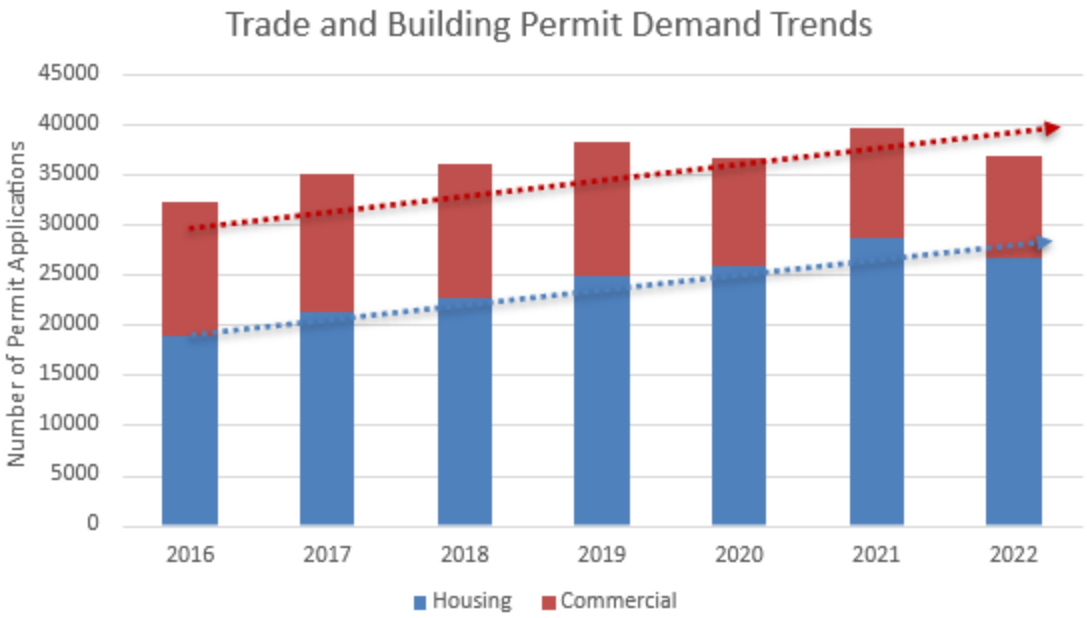


Figure 3: Trade and Building Permit Demand Trends

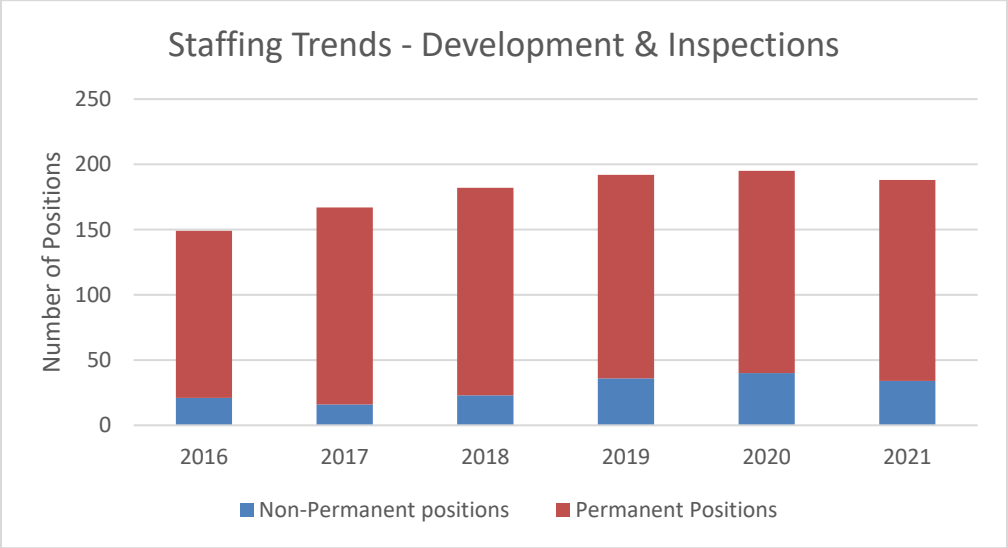


Figure 4: Staffing Trends – Development and Inspections

In order to reduce dependence on permit fees as a mill rate contributor to the General Revenue Fund and to ensure the Permit Reserve is sufficient to meet demand (i.e. to fund temporary staff and continuous improvement initiatives), support economic development, and meet provincial legislation, an increase in Permit Reserve maximum balance and a change in how the Reserve is funded are required.

FINANCIAL IMPACT

Financial Impact Statement

Date: May 12, 2023

Project Name:

First Year of Program 2024

Bills 34, 37, 38 Status, Resourcing and Permit Reserve Fund Impact

	2024	2025	2026	2027	2028
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 7,500,000	$ 7,841,190	$ 9,184,981	$ 10,531,423	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ 7,500,000	$ 7,841,190	$ 9,184,981	$ 10,531,423	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ 7,500,000	$ 7,841,190	$ 9,184,981	$ 10,531,423	$ -

Additional Comments: Direct costs in 2024 consist of the salaries and benefits and other costs of 77 permanent FTE's ("the costs") estimated to be $6.5 million + a $1 million transfer to the Permit Reserve Fund. Direct costs from 2025 to 2027 represent the costs assumed to increase annually by 2% (i.e. approximately $130,000 to $135,000 per annum) with the residual amount being a transfer to the Permit Reserve Fund. By 2027, the total mill rate contribution reduction equals $10,531,423 resulting in 100% of revenues being reinvested into the DABPI Service.

Mike McGinn May 12, 2023

Mike McGinn, CPA, CA
Manager of Finance

CONSULTATION

This Report has been prepared in consultation with:

N/A

OURWINNIPEG POLICY ALIGNMENT

Goals and Objectives, Leadership and Good Governance
Objective 3 – Achieve community-responsive service delivery through an aligned, integrated, collaborative and results-oriented organizational culture.

Policy
1.8 Accountable Revenue Generation. Pursue municipal revenue generation based on a predictable, equitable and evidence-informed methodology that offsets service costs while achieving this Plan's sustainability goals.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Climate Action Plan (CAP), and it was determined that the CAP is not applicable to this specific report.

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Poverty Reduction Strategy (PRS) and its Goals and Objectives, and it was determined that the PRS is not applicable to this specific report.

SUBMITTED BY

Department: Planning, Property and Development
Division: Development and Inspections
Prepared by: A. Crocker, M. McGinn
Date: May 15, 2023
File No: N/A

Attachments:

Attachment 1: Permit Dispute Resolution Regulation

Attachment 2: Planning, Zoning, and Permitting in Manitoba – Findings

Attachment 3: Performance Standards Regulation

Attachment 4: Bill 11, *The Reducing Red Tape and Improving Services Act*

Attachment 5: Staffing Request

Attachment 6: Review Reserve Funding Models